

HUMAN RESOURCES DEPARTMENT

*October 2014 Update
Submitted November 17, 2014*

Emergency Manager Order No. 40 directed necessary restructuring in the Human Resources Department. The order granted restructuring powers and responsibilities to various members of the executive branch. The order also made the following stipulations:

1. "The Human Resources Director shall file any employment position or new classification that is created on or after the date of this Order with the City Clerk and the Council on the 15th day of each month (or if such date is not a business day, the next succeeding business day), commencing on November 17, 2014. Such report shall include the compensation range of that employment position. Any new position that is created and filled shall be within available appropriations."
2. "For transparency, the Executive Branch department of the City described herein shall prepare a monthly report describing actions taken pursuant to this order on the 15th day of each month (or if such date is not a business day, the next succeeding business day) commencing on November 17, 2014. This report shall be filed with the City Clerk and City Council and posted on the City's website."

Both reports for the period of September 25, 2014 through October 31, 2014 are found below.

POSITIONS AND CLASSIFICATIONS

Actions Completed to Date:

No new positions or classifications were created.

RESTRUCTURING

Actions Completed to Date:

- **Formation of the HR Taskforce** -To begin addressing the action-items outlined in the EM Order. The Mayor's Office formed a task force of relevant parties to spearhead the effort. This task force, called the HR Task Force (HRTF) consists of current HR Department officers, the Mayor's nominee for the Director of HR, and two community volunteers providing subject matter expertise and assisting with project management. This team has twice-weekly working meetings to accomplish its goals.

In October the team was formed quickly and immediately began assessing the contents of the order and the current situation within HR. From there, the team created a project plan of activities to address in the next 1-3 months. These activities are to:

- Select and Onboard the HR Leadership Team
- Restructure the HR Department
- Create vision for HR and develop roadmap of initiatives

- **Select and onboard HR Leadership Team** - During the month of October, the HR Task Force quickly determined that filling the leadership positions outlined in EM Order #40 were its highest priority because those leaders are necessary to carry out the rest of the restructuring activities outlined in the order.

The first action was the nomination of Denise Starr to become the City's next Director of HR, pending confirmation by City Council. In the public announcement of Ms. Starr's nomination, it was also announced that Iris Ware would assume the position of Chief Learning Officer and Michael Hall – the current Interim HR Director – would become Chief Labor Relations Officer.

Since that announcement, the HR Task Force has collected data about the vision behind the new HR Leadership Team's positions and the current state of the HR Department. At the end of the month, the HRTF began discussing the positions and outlining the position descriptions of the HR Leadership team so that their hiring process can commence as soon as possible.

- **Restructuring** - During the month of October the HR Task Force outlined the key tasks associated with restructuring the HR Department. These activities are communicating the change to HR employees, outlining a new organization structure, and developing a thorough and fair process for transitioning HR staff members to the new organization structure.

In October, the HR Task Force outlined a high-level change management plan and drafted an initial employee communication. The HRTF plans to take further action on other activities in this category at a later date because restructuring the HR Department is contingent upon validating the structure of the HR Leadership Team and further defining the responsibilities of each position.

- **Vision and strategy** - To help the Department become successful in the future, the HRTF determined it necessary to begin outlining a vision and strategy for how the Department will operate once its leadership team is in place and its restructuring is underway. The first step in this category of activities was to meet with the Chief of Staff to get an understanding of her and the Mayor's vision for HR and the strategic importance of the Department in the Mayor's administration. After that meeting, the HRTF created an outline of key aspects of the vision and roadmap document that can be developed over the next 3 months.

Next Steps:

The HRTF continues its activities and will focus on building on the momentum generated in the month of October. During November, its primary activities will include:

- Beginning the hiring process for HR Leadership Team positions
- Developing a new HR Organization Structure and transition plan
- Communicating with employees about upcoming changes